

USACE CAMPAIGN PLAN

Relevant, Ready, Responsive, Reliable



USACE Campaign Plan

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REFERENCES

The references below, listed in chronological order, provide some of the strategic background and context within which this campaign plan was formulated. They include strategic and policy documents created by USACE, from within the Department of the Army and elsewhere in the Department of Defense, and from the Department of Homeland Security.

US National Security Strategy, September 2002
USACE Integrated Strategic Plan, February 2004,
USACE Civil Works Strategic Plan, March 2004,
The Army Strategy for the Environment, October 2004
US Army Campaign Plan draft, October 2004
US National Response Plan, December 2004
National Military Strategy of the United States of America 2004
US Army Posture Statement, 6 February 2005
National Defense Strategy, March 2005
USACE Strategic Directions Brochure, June 2005

SITUATION

General. The U.S. Army Corps of Engineers (USACE) is an Army Major Command assigned mission responsibilities in major construction and other engineering support to the Army and the Air Force, in nationwide water resource management, in engineering research and development, and in real estate services for the Army and the Department of Defense (see Spectrum of Operations). In addition to these long-standing programs, beginning in the 1990's, USACE has been called upon with increasing frequency to take part in contingency operations at home and abroad. These contingency operations include natural and man-made disasters, as well as military/foreign policy operations in support of the U.S. national interest. Such operations became more common during the 1990's, with the frequency, the duration, and the scope of these contingency efforts increasing greatly since the events of September 11, 2001.

Strategic Process. This Campaign Plan is based on the USACE Mission, Vision, and Integrated Strategic Plan, within the context and guidance of the National Security Strategy, Army Campaign Plan, and other higher level strategic documents referenced above. It presents short- to medium-term goals and objectives which support these documents. USACE Program Directors in coordination with the Major Subordinate Commanders will prepare Integrated Program Plans and Program Implementation Plans to achieve our goals and objectives.

Strategic Environment. As an Army Major Command (MACOM), the Corps of Engineers is a critical part of the Army/joint team, both in war and in peace. We are responsible to the Department of Defense and the Department of Army in implementing missions assigned to us by law and regulation. In our Civil Works program, our domestic

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stakeholders include government agencies, commercial interests, and even individual citizens. Our military customers span Army and Air Force major commands and installations across the country and the world. Increasingly, we are being assigned and deployed as a lead Army component on interagency teams, providing engineering capabilities and solutions for stability, reconstruction and contingency operations. Under the National Response Plan, we respond to the Department of Homeland Security domestically, and to the US Agency for International Development globally, for non-DOD contingency operations.

Beyond our organizational responsibilities and lines of authority, elements of the strategic environment that affect our missions include:

- Rapid, continuing technology changes that create new capabilities, but also create new vulnerabilities and technology insertion challenges for our existing infrastructure, environment and services,
- Significant developments in American society that work to alter the nature of the products and services desired by the Nation from us, to include an emphasis on interagency cooperation,
- Developments in international relations and global security issues changing the nature of US agencies' interactions with and within other nations.
- A workforce facing several transforming challenges, including the adoption of the National Security Personnel System, the ongoing Competitive Sourcing process, the approaching retirement eligibility for a large percentage of the experienced personnel, and the need for continuous learning to keep pace with technical developments and changes in the external environment.

In February 2004, we published a USACE Integrated Strategic Plan. This plan specifically identified emerging strategic uncertainties affecting USACE and the likely need for new emphasis within USACE in the areas shown below.

- Additional technical engineering services in direct support to warfighters, especially in the GWOT.
- Engineering services relating to infrastructure evaluation, recovery, reconstruction, and development in a variety of global regions.
- Technical engineering services relating to critical infrastructure protection within the United States.
- Repairing past environmental degradation and preventing future environmental losses.
- Reducing our Nation's vulnerability and losses from both natural and manmade disaster in this era of climatic extremes and terrorism.
- Becoming a key partner in providing Army, Joint, and Homeland Security needs during peace and at war.
- Integrating more closely with other elements of the Engineer Regiment.

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Each of these areas is addressed in the campaign goals, supporting objectives, and enabling capabilities of this USACE Campaign Plan.

Risks. Based on workload and workforce projections, there is a risk that further increases in the volume and frequency of our contingency response demands could adversely affect timely execution of our programmatic work in Water Resources and Military Construction. By pre-planning, training, and organizing for success in meeting our expected contingency response requirements, we will mitigate this risk. This approach will also ensure against the risk of mission failure in meeting these urgent contingency requirements.

The Civil Works infrastructure that we manage for the Nation is at increased risk from new man-made threats as well as from natural disasters and aging. This is also true of other portions of the Nation's infrastructure. Through more effectively working with our sister agencies in the National Response Plan, and through more effective risk management on our Civil Works infrastructure, we will reduce the vulnerabilities and level of consequent damages. This effort will address both man-made and natural hazards.

The ongoing and accelerating rates of change in American society, and in the global environment, mean that contemporary problems will differ from those in even the recent past. Solution sets and time frames suitable for earlier decades do not produce appropriate options for current needs. Failure to adapt to these changing requirements for newer solutions delivered more rapidly risks our ability to satisfy the future needs of the Armed Forces and the Nation. As we increase our capabilities in responding to contingency requirements, we must also increase our flexibility and responsiveness to other problems that require faster, more integrated and effective answers.

USACE Capabilities. Our capabilities in water resources, military construction and research and development are embodied in our large, diverse, world-class workforce, bringing talent, technical competence, and experience to many areas. We strongly leverage this workforce through effective utilization of the private sector for project delivery. We will continue to rely upon the creativity and initiative present among both our own people and in the private sector to develop better solutions and to enhance our performance.

Additionally, because the scope of future challenges will be beyond the capabilities of any single agency or organization, we will also leverage our capabilities through strategic alliances with many other Federal, state, and even international agencies. With these partnerships, we will participate in and/or form joint, inter-agency and multi-national (JIM) teams appropriate to future requirements.

Assumptions. Three specific assumptions relevant to the campaign goals of this plan are listed below:

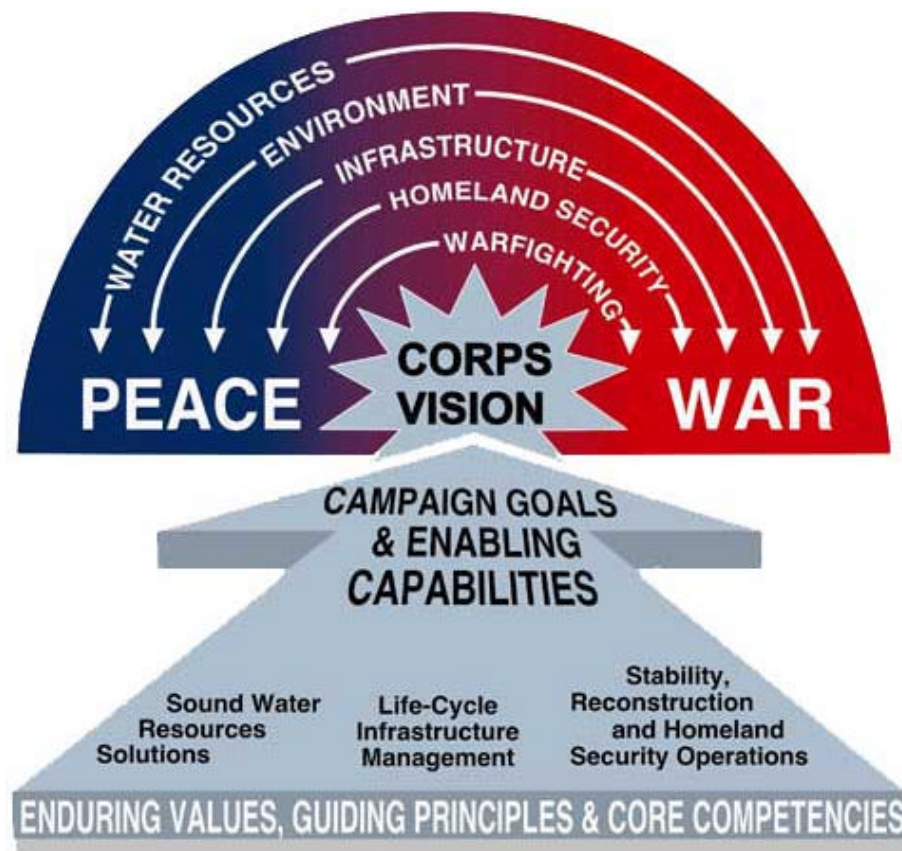
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- U.S. national security interests associated with the Global War on Terror, plus humanitarian needs created by natural disasters, will produce a continuing requirement for stability and reconstruction assistance in various parts of the world, and for rapid response to emergency developments within the United States and in other countries.
- Developments in American society and governance have increased the complexity of planning for and managing the Nation's natural resources, including water resources, concurrent with increasing demands for implementable solutions.
- Changes in technology and society have transformed traditional infrastructure construction and management requirements.

MISSION

The US Army Corps of Engineers serves the Armed Forces and the Nation by providing vital engineering services and capabilities, as a public service, across the full spectrum of operations—from peace to war—in support of national interests.



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EXECUTION

COMMANDER'S INTENT

USACE will provide efficient and effective implementation of needed public engineering services for the Armed Forces and the Nation, while enhancing our flexibility and responsiveness to homeland and national security contingencies. Operating with **consistent business processes** across our many offices, we will enhance our internal capabilities, **strengthen our relationships in the Joint and Interagency environment**, and be proactive in anticipating and communicating changes in national issues/requirements. USACE will be **Relevant, Ready, Responsive, and Reliable** as we serve our Nation's needs in the missions we know today and those we may be called upon to perform in the future. Throughout, we will seek to delight our customers in the services we provide.

CAMPAIGN GOALS AND OBJECTIVES

Goal 1. Support Stability, Reconstruction, and Homeland Security Operations.

Shape and institutionalize USACE capabilities for Stability, Reconstruction, and Homeland Security, to provide the Nation with highly adaptable and effective engineer and technical support for joint, combined and interagency/intergovernmental operations, responsive to the National Strategies and interests during peace and war, wherever needed in both domestic and international venues.

Objectives

1a) Improve support to Combatant Commanders (COCOMs) across the full spectrum of military operations including stability, reconstruction and humanitarian support. USACE has been increasingly asked to contribute engineer and technical support to a variety of multinational programs principally within the area of stability and reconstruction operations. This has occurred through a variety of venues, including not only the Army, but interaction with Combatant Commanders, as we contribute to shaping the military and civilian response capabilities and plans for both stabilization and reconstruction operations and responding to irregular challenges. The increasing Op-Tempo in current activities and the high probability of additional requests for support (including the proposed designation of the Army as the Defense Stability Operations Executive Agent) argue for unified USACE leadership to foster an expeditionary mindset. Focused training, organizational alignment, and budgetary, and research and development support will facilitate enhanced capability and mission execution.

1b) Strengthen support to and institutionalize role for Department of Homeland Security (DHS) and DOD for Homeland Security Protection, Preparedness and Operations. Similarly, we will prepare to more effectively support FEMA and NORTHCOM in homeland security/homeland defense missions. This includes our ongoing emergency response missions dealing with natural disasters, plus potentially required responses to hostile attacks. It also includes assistance with measures to mitigate

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the harmful effects of all-hazards events to our own and to other critical infrastructure. Specifically with regard to USACE projects, and our work environment, we will continue with critical infrastructure protection and security upgrades, using provided funds to ensure the safety of employees and continuity of operations if attacked. Added measures will decrease the vulnerability of USACE assets over the next five years.

1c) Formalize USACE/ENCOM (Engineer Commands) role in Army and Joint doctrine, and in relationships with COCOMs. The current close command relationships between USACE and the 412th and 416th ENCOMs demand initiatives to shape and define the roles of the major engineer commands in the new expeditionary Army. We must seamlessly leverage USACE and ENCOM capabilities for improved warfighter support. The capabilities of both organizations need to be synchronized to effectively address the full spectrum of operations. This is especially true for those that serve as critical enablers in a wide range of stability and reconstruction type activities. Modularity concept and doctrine in a joint and combined environment will be examined to integrate the roles of both organizations. Modularity may require adjusting existing unit designs to reduce or eliminate capabilities that can be more effectively furnished from pooled assets or reach-back. Other capabilities can be deferred when they are likely to be needed in unusual circumstances or at a later stage of operations. The current Field Force Engineering (FFE) concept and doctrine aligns well with Army modularity and will lead to an increased reliance on FFE deployable elements and reach-back support. This concept and the integration of engineer capabilities needs to be fully vetted and integrated with the overall engineer response, as well as linked to other DOD units such as Civil Affairs, for stability and reconstruction operations.

1d) Improve responsiveness and readiness of USACE civilians to support contingency operations. Through the newly integrated approach embodied in Readiness XXI, USACE will increase its preparedness to fully support the Army, DoD and the Nation for civil and military contingencies, while successfully executing our civil and military programs. We will reshape our culture and enhance our capabilities to meet new challenges for all contingencies, at home and abroad by ensuring that USACE has qualified, high performance expeditionary teams, prepared and positioned to support all civil and military contingencies with readiness as a specified capability.

1e) Institutionalize engineer and technical support role with Defense, State and other federal departments for Stability & Reconstruction Operations (S&RO). USACE contributions to the joint force, to the Army, and to the Department of State are essential to meeting current challenges as well as preparing for challenges in the future. Engagement with DOD and DOS policy, requirements, planning and resourcing components will contribute to shaping the military and civilian response capabilities and plans for reconstruction and stabilization operations, as well as for multinational emergency management situations. This will also ensure the future USACE role be codified, integrated and resourced. Also necessary is engagement with the COCOMS especially to influence the Theater Security Cooperation Plans and with JFCOM/TRADOC to insure representation in war games and exercises.

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Goal 2. Develop Sound Water Resources Solutions. Focus the talents and energy of the Corps of Engineers on comprehensive, sustainable and integrated solutions to the nation's water resources and related challenges through collaboration with stakeholders (regions, States, local entities, other Federal agencies, etc.), playing a leadership or support role as appropriate.

Objectives

2a) Revise policies, processes and practices to support integrated Water Resources Management. Create mechanisms for collaboration with external partners to provide a more holistic approach to analyzing water resources challenges that effectively considers the broad variety of economic, social, and environmental goals and constraints.

2b) Develop collaborative, effective, and efficient approaches to Water Resources problem solving that integrate with Sponsor, Stakeholder, Federal, and State agency efforts. Effectively engage external agencies to blend multiple methods of analysis, synchronize complementary inter-agency efforts, and seek to orchestrate resources to optimize and integrate multi-agency implementable solutions.

2c) Improve our regulatory processes to better balance the demands of sustainable development with environmental protection. Work towards achieving greater consistency among processes, and streamline systems to improve responsiveness and efficiency and to aid the decision making process.

2d) Improve the ability of the Corps to produce technically sound solutions to future water resources challenges. Identify, acquire, and develop the individual skills and organizational capabilities that are complementary to those of the broader water resources community (government, academe, industry), to solve the complex water resources challenges of the 21st century.

Goal 3. Enhance Life-Cycle Infrastructure Management. Develop a comprehensive updated approach to the way we provide and protect those portions of the nation's military and civil works infrastructure for which we share responsibility.

Objectives

3a) Reinvent the MILCON and Real Estate processes to meet DoD Transformation needs. We will develop a comprehensive infrastructure acquisition process that uses innovative strategies and technologies to solve critical master planning, real estate, funding, and acquisition issues, including improvements to the NEPA compliance process.

3b) Reduce security risks to critical military and civil infrastructure. We will contribute to the reduction of risks to critical water resources and military infrastructure from hostile activity, through active support to the national Critical Infrastructure Security Program (CISP), and to the Department of Defense Critical Infrastructure Program.

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3c) Improve the reliability of water resources infrastructure using a risk based asset management strategy. We will optimize water resources infrastructure operating and investment decisions, balancing expected benefits against predicted costs and limited funding. Risk-based evaluations will help ensure that projects and investments meet the evolving needs of the Nation and our partners.

3d) Design and construct innovative civil and military infrastructure to meet our Nation's needs across the spectrum of operations. We will leverage research and technology, specialized engineering and construction knowledge, a global presence, and joint service relationships to address the infrastructure needs of a transforming DoD. We will also seek private capital and private industry solutions to assist DoD in resolving these infrastructure challenges. We will use best practices from industry design, construction, and O&M activities to meet initial and life-cycle DoD requirements. We will intensively manage programs to reduce cost and time growth on our Civil Works construction projects.

GENERAL CONCEPT

USACE will adapt our provision of products and services to better serve contemporary requirements through these basic approaches:

- Fully incorporating a **sustainability ethic** that includes the three key sustainable factors of environmental, economic, and social implications into the planning, design, and operations of all of our products and services.
- Seeking continually for improvements to our techniques and processes, and sharing lessons and best practices across our **learning organization**. This includes the need for effective learning both by individuals and by the command as a whole. We will invest in formal research and development to advance the technology we employ, and in the development of our people.
- Adopting an **expeditionary mindset** as we prepare for a continuing mission of responding to contingency demands in varied locations domestically and internationally. We will approach our structures and processes with an attitude which recognizes that we will be called to deploy around the globe, often with little notice, to support wartime or disaster recovery requirements. We must be agile, ready, and flexible enough to accomplish both our continuing and our contingency missions.
- We will form, strengthen, and foster **strategic alliances** in the Joint and Interagency environments to better accomplish those missions assigned to us by the Armed Forces and the Nation. In addition, we will actively collaborate more effectively with all of our customers and stakeholders with a clear focus on external views and requirements.
- We will deliver products and services better, faster, cheaper, safer and greener using **consistent, efficient, and effective business processes** that are applied across USACE. We will increase our **interdependence** in and across our Regional Business Centers. Using more consistent business processes will help us best apply our limited resources and meet the demands of a dynamic environment,

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whether for creating rapid deployment teams from multiple offices, or for sharing technical work across geographic boundaries.

- We will attract, develop, and retain a **world-class workforce**. We will identify, develop, maintain and strengthen the technical competencies, knowledge management and leadership that will be required to provide effective service to the Nation in the future. We will build and enhance Communities of Practice as the basis for our technical leadership.
- We will work with an expanded suite of **flexible acquisition tools**, including performance contracting, to deliver our real property, design, construction and other services to our customers. We will apply the appropriate tools to specific products and services through sound acquisition strategies.

DECISION POINTS

As with any plan, this USACE campaign plan requires periodic reexamination and potential adjustment. The following list of events, both repeating and irregular, indicates many of the external developments and internal evaluations to be monitored as we adjust and improve our plan implementation.

Regular, repeating developments

- Policies and Priorities as expressed in **Legislative initiatives and enactments**: Annual Presidential Budgets, Individual annual Appropriations Bills, and Individual Authorization Bills
- **Executive Branch Policies and Priorities**: The National Security Strategy, the National Defense Strategy, the National Military Strategy, the Quadrennial Defense Review, and the Army Campaign Plan
- **USACE Policies and Priorities as decided by**: Senior Leader Conferences, Command Council Meetings, and National Management Board Meetings

Irregular/non-cyclic developments

- Presidential and DoD Directives, Army Regulations.
- Special DoD and Interagency Initiatives (e.g., the National Response Plan, or the Department of State Office of Stability and Reconstruction)
- All-hazards events and foreign policy changes (domestic disasters, OCONUS disasters, national security developments)

Outcome Measurement and Evaluation

- Qualitative and quantitative assessments of progress towards achieving the campaign goals as highlighted at the Command Strategic Reviews and Command Management Reviews

STAKEHOLDER RELATIONSHIPS

USACE will be able to succeed in reaching its campaign goals only with the approval, understanding, and collaboration of the many stakeholders we report to, work for, and work with. Our national authorities give us direction and resources, the larger family of

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Federal agencies **mutually shares our mission of implementing federal policies as determined by the above authorities, while non-Federal groups and individuals participate with us as joint stewards of our Nation's resources.** Several members of these stakeholder groups are shown below:

- **Higher executive authorities** – The Office of the Secretary of Defense; Headquarters, Department of the Army; the Office of Management and Budget
- **Legislative authorities** – Congressional Committees and Sub-committees of jurisdiction.
- **Peer agencies** – Within the Department of Defense, the USAF and USN Engineers. Civilian agencies from the larger set of our Federal partners include Department of State, USAID, Department of Homeland Security, Bureau of Reclamation, Fish and Wildlife Service, and the Environmental Protection Agency.
- **Non-federal stakeholders** – State and local governments, tribal authorities, non-federal sponsors, and interest groups.

TASKS

The implementing details for executing this campaign plan will be developed by the directors of the three major USACE programs—Civil Works, Military Programs, and Research and Development—in coordination with our MSC commanders and staffs.

COMMAND AND CONTROL

This USACE Campaign Plan was prepared under the direction of the Commander, USACE. Plan implementation will be exercised through subordinate commanders and staff, in addition to review by the following formal mechanisms:

USACE Command Council. This body, chaired by the Commander, is comprised primarily of USACE MSC commanders and senior SES. Meeting on a quarterly basis, it will review the status and progress of Campaign Plan implementation, and potential requirements for adjustments.

National Management Board. This “working arm” of the USACE Command Council is comprised of the eight SES Regional Business Directors and five senior SES from the Washington Headquarters. It meets on a bi-monthly basis and will both make required decisions to enhance Campaign Plan progress, plus make recommendations to the Command Council for Command decisions as needed.

Command Strategic Reviews. The Command Strategic Reviews (CSRs) are periodic assessments of the state of USACE, evaluated regionally through on-site sessions at individual MSCs. These CSRs, led by the Deputy Commander, will focus on the status and progress of Campaign Plan implementation in the field, typically six times annually.

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Command Management Reviews. The Command Management Reviews (CMRs) are quarterly assessments of USACE program execution by the Commander, with extensive participation by MSC Commanders and Senior SES. It will include quantitative data on Campaign Plan implementation.

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ANNEXES

A. USACE Enabling Capabilities

B. Communications and Relationships (Under Development)

C. Metrics (Under Development)

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Annex A. USACE Enabling Capabilities

DEFINITION

Enabling capabilities are organizational competencies that facilitate the successful accomplishment of our Campaign Goals and Supporting Objectives. Put simply, these capabilities enable our future success. They can be viewed as an “organizational investment” which will yield both synergistic and compounding effects toward realizing our vision, meeting the Commander’s Intent, and delivering the intended outcomes associated with the Campaign Goals and their Supporting Objectives.

HOW THEY WERE DERIVED

During the recent analysis of our 5 mission areas, our Key Success Factors were reviewed to identify the set of “cross-cutting” competencies (i.e., our Enabling Capabilities) most critical to our future success.

HOW ENABLING CAPABILITIES RELATE TO PREVIOUS EFFORTS ON PEOPLE, PROCESS AND COMMUNICATION

Components of our previous People, Process, and Communications Goals are embedded in our enabling capabilities; the enabling capabilities are a “bridge” from these previous efforts to our current/future focus.

OUR LIST OF ENABLING CAPABILITIES

- 1. Sustainability Ethic.** Fully incorporate a sustainability ethic in the planning, design and operations of our products and services. Our sustainability ethic considers environmental, economic and social factors.
- 2. Learning Organization.** Continually seek improvements and share lessons and best practices learning both individually and organizationally and invest in people, technology and leadership development to foster adaptability, innovation, effectiveness and performance.
- 3. Expeditionary Mindset.** Adopt a cultural attitude that recognizes that we will be called to deploy around the globe, often with little notice, to support wartime or disaster recovery requirements. We must be agile, ready and flexible enough to accomplish our continuing and contingency missions, both at home and abroad.
- 4. Strategic Alliances.** Form, strengthen and foster relationships in the joint and interagency environments to better accomplish our missions. Actively collaborate more effectively with our customers and stakeholders with a clear focus on external views and requirements.

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5. **Consistent, Efficient and Effective Business Processes.** Deliver products and services better, faster, cheaper, safer and greener. This includes our common frameworks and tools (the Project Management Business Process, P2, etc). While operating within our common business processes, we must ensure that we promote innovation and individual initiative.
6. **World-Class Workforce.** Attract, develop and retain a world-class workforce. Identify, develop, maintain and strengthen the technical competencies, knowledge management and leadership that will be required to provide effective service to the Nation in the future. Build and enhance Communities of Practice as the basis for our technical leadership.
7. **Interdependence.** Increase our interdependence to best apply our limited resources and meet the demands of a dynamic environment. This includes realizing the benefits of our Regional Business Centers.
8. **Flexible Acquisition Tools.** Expand the suite of acquisition tools used to deliver our real property, design, construction and other services to our customers. Apply the appropriate tools to specific products and services through sound acquisition strategies.

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Annex B. Communications and Relationships

Article I. Background

Opportunities to communicate with our stakeholders and the public about USACE and our work exist throughout all of our mission areas. Communicating about who we are, what we do and where we are heading leads to broader understanding. USACE work benefits many in ways both minor and substantial. Similarly, we complete our work by interacting and collaborating with other organizations within the Armed Forces, Federal, tribal, state and local government, and the private sector. We must focus outwardly to ensure that we understand the vision, goals and priorities of others.

USACE Campaign Goals and Enabling Capabilities have been established through a process that identifies areas in which we must plan for the future. In order to implement these plans in a time of increased demands and limited resources, we must partner and connect with others to realize our common goals. It is critical, therefore, that all levels of command focus on effectively communicating and building relationships with our partners and stakeholders.

(a) Guiding Principles - Excellence in Communication

USACE strives to be the world's premier public engineering institution. We must bring that same level of excellence to our communication efforts. Communication cannot just be a function of higher management or public affairs personnel. *Every* USACE team member communicates an image about the organization everyday. Each team member should reflect the standards and values of the organization to our customers, partners, and stakeholders.

USACE has established communication principles that guide how we relate to people and groups on the outside as well as within our own organization. All of our communication efforts should reflect them.

- Listen to all constituencies both inside and outside USACE regarding issues of importance to them, respecting their viewpoints.
- Communicate early, clearly, completely, honestly, accurately and often with all constituencies on issue of importance.
- Incorporate communication as an integral part of the project management business process.
- Be accessible to all constituencies and respond promptly without censorship or misinformation.
- Proactively inform the public and other constituencies of the Corps' vital role in areas where we have special expertise.
- Do what we say we will do.

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Article II. Purpose of Relationships – Knowing Your Partner and Customer

Relationships are rooted in two-way communication. Building and maintaining these strategic relationships enables USACE to complete its assigned missions through effective communication, where each side understands the mission, priorities and processes of the other. This can be accomplished by:

- Identifying and understanding from our customers and partners their vision, goals, priorities and challenges.
- Understanding USACE's values, missions, capabilities and core competencies.
- Collaboratively determining how to best support each other, for instance, by establishing what authorities and resources we each bring to the situation.
- Continually reexamining and revitalizing relationships as priorities and situations change.

Successful relationships will be achieved when USACE has connected with our partners and stakeholders, understands their goals and priorities, and then works with them to realize our common goals. As USACE accomplishes its mission in support of others successful relationships yield other long-term benefits, such as trust and confidence when challenges and unfavorable situations arise.

Article III. Implementation Plans

For each of the supporting objectives, the implementation plan should include a Communication and Relationships Annex. Further guidance will be issued on the development of these plans, including the aspects of the following framework which should be considered.

Section 3.01 Identifying Organizations and Groups

For each supporting objective, we will identify organizations with which we currently have relationships and those we need to reach out to. This process will start by first understanding the goals of this campaign plan and the specific supporting objective, then considering these questions.

- What organizations do we depend on to meet our goals?
- What organizations and groups do we come into contact with frequently?
- Who depends on our work to a great deal in order to achieve their mission success?
- Who is impacted by our work, whether they are aware of it or not?
- What activities, connections and agreements such as MOUs are already in place with these organizations?

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Section 3.02 Categorizing Partnerships and Relationships

The Campaign Plan section on Stakeholder Relationships (p. 9) discusses the categories in which the organizations may be grouped. While all constituents are important to the overall effort, because of cost sharing partnerships, constraints of time and resources along with the immediacy of work, some may be identified as higher priority than others. We cannot assume an understanding of the current needs of these groups and organizations—even if there is a long standing relationship with them. It will be important to work with the organization to ensure that we have a fully understanding of their vision, goals and priorities. Organizations that have been identified through this process may be categorized in the following ways:

- **Higher executive authorities** – The Office of the Secretary of Defense; Headquarters, Department of the Army; the Office of Management and Budget
- **Peer Agencies** – USAF and USN Engineers, Department of State, USAID, Department of Homeland Security, Bureau of Reclamation.
- **Legislative authorities** – Congressional Committees and Sub-committees of jurisdiction.
- **Non-federal stakeholders** – State and local governments, Tribal nations, non-federal sponsors, and interest groups.

Coordinating Relationships

During the process of communicating and building the relationships necessary to implement this campaign plan, a coordination process will be identified to ensure that we are speaking with one voice and working efficiently and effectively with our partners and stakeholders.

Section 3.03 Periodic Outcome Measurement and Evaluation

Each strategic relationship will be evaluated on a regular basis throughout each year to determine how well USACE understands the partner, if the relationship is meeting its intended objectives, and what future course of action should be taken.

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